

Message Text

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ACTION AF-18

INFO OCT-01 ISO-00 AID-20 A-01 MMS-04 SP-03 PER-05 ABF-01

M-02 DRC-01 RSC-01 /057 W
----- 037316

P R 181511Z JUL 74

FM AMEMBASSY NIAMEY

TO SECSTATE WASHDC PRIORITY 8420

INFO AMEMBASSY ABIDJAN

LIMITED OFFICIAL USE SECTION 1 OF 2 NIAMEY 2439

DEPARTMENT FOR AF AND AF/EX

AID FOR AA/DR. ADAMS

E.O. 11652: N/A

TAGS: AFSP ASEC APER NG

SUBJECT: OUR ADMINISTRATIVE PROBLEMS IN LIGHT AFDROUGHT BUILDUP
AND OTHER REQUIREMENTS

REF: A. NIAMEY 2094 B. NIAMEY 2291

SUMMARY: DR. ADAMS VISIT HERE LAST WEEK HELPED CRYSTALIZE
OUR THINKING ABOUT SHAPE AND DIRECTION OF AID FIELD REORGANIZATION
AND RELATED MANPOWER REQUIREMENTS IN SUPPORT OF SAHEL DROUGHT
RELIEF OPERATIONS. ON BASIS THESE DISCUSSIONS AND MESSAGES
FROM WASHINGTON IT APPARENT WE CAN ANTICIPATE SUBSTANTIAL
INCREASE IN SIZE OF MISSION HERE AND IN POST SAS SUPPORT
ACTIVITY.

THIS DEVELOPMENT ADDS GREATER URGENCY TO DEALING WITH DISARRAY
IN EMBASSY'S ADMIN SECTION REPORTED IN REF A. I HAVE BEEN TRYING
GET BETTER FIX ON OUR MANPOWER RESOURCES IN RELATIONS TO
JOB THAT NEEDS TO BE DONE; THIS MESSAGE SETS FORTH RESULTS
OF THIS ANALYSIS AND RECOMMENDATIONS TO ENABLE ADMIN
SECTION FUNCTION AS IT SHOULD.

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IN BRIEF, WE NEED TWO MORE GSO POSITIONS, ONE ON IMMEDIATE

TDY BASIS FOLLOWED BY FULL TIME OFFICER, PLUS SIX MORE FSL POSITIONS FOR DURATION OF DROUGHT EMERGENCY, AFTER WHICH WE CAN REVERT TO MORE NORMAL SILHOUETTE. ARRIVALS OF NEWLY ASSIGNED PERSONNEL SHOULD BE FROZEN UNTIL TDY OFFICER IN PLACE.
END SUMMARY

1. EMBASSY'S ADMIN SECTION IS IN DEEP TROUBLE AND INCAPABLE OF MEETING EXISTING DEMANDS TO SAY NOTHING OF ADDED BURDENS ARISING OUT OF DROUGHT RELIEF OPERATION BUILDUP. THIS SITUATION HAS COME ABOUT BECAUSE SOME TIME AGO WE OUTGREW STAFFING PATTERS OF SEVEN TO NINE PERSONS DEPARTMENT ESTABLISHED IN EARLY SIXTIES FOR SMALL AFRICAN POSTS. THIS STRUCTURE MADE SENSE FOR AN OPERATION GEARED TO OUR LOW PROFILE POLICIES REFLECTING MINIMAL US INTEREST IN THIS PART OF WEST AFRICA. WITH STAFF OF NINE, EMBASSY COULD GET JOB DONE AND PROVIDE SATISFACTORY SAS AND OTHER SUPPORT TO SMALL USIS, PC AND AID PROGRAMS. OVER LAST TWO YEARS OR SO SITUATION HAS CHANGED DRASTICALLY AND THIS STAFFING PATTERS NO LONGER EQUAL TO TASK.

2. FOR TIME BEING AT LEAST AND DURING DURATION OF DROUGHT OUR STAFF AND PROGRAMS HAVE CHANGED SUBSTANTIALY. WE ARE WAY OUT IN FRONT OF EVEN THE FRENCH, SHOULDERING ABOUT 50 PCNT OF THE INTERNATIONAL RELIEF EFFORT, AND RUNNING PROGRAMS WHICH IN LAST TWO YEARS ARE PUTTING ABOUT \$50 MILLION, MOSTLY GRANT, INTO THIS COUNTRY (IN CONTRAST TO TOTAL OF \$10 MILLION OVER PREVIOUS TEN YEARS). USG RESOURCES IN NIGER TO MANAGE THESE PROGRAMS IN FY75 WILL TOTAL NEARLY \$2 MILLION (AID \$1,200,000, EMBASSY \$600,000 AND USIS INCLUDING CU \$118,000). IN TERMS OF MANPOWER US MISSION IN FY 74 HAD AUTHORIZED STRENGTH OF 17 (STATE 9, AID 7 AND USIS 1) AND ON BASIS OF PRESENT PLANNING THIS WILL INCREASE IN FY 75 TO 26 (EMBASSY 10, INCLUDING ADDITION OF EMBASSY NURSE, AID 15 AND USIS 1). AID WILL MORE THAN DOUBLE ITS STAFF WITH TRANSFER OF ASSISTANT RDO POSITION FROM ABIDJAN TO NIAMEY (INCUMBENT ALREADY HERE), ESTABLISHMENT OF ASSISTANT AREA DEVELOPMENT OFFICER POSITION (INCUMBENT ALREADY HERE) AND ADDITION OF SIX NEW POSITIONS. FINALLY, AS FURTHER INDICATION OF GROWING US PRESENCE IN NIGER, PC DURING COMING YEAR EXPECTED AVERAGE ABOUT 125 PCVS, INCREASE OF ABOUT 30 PCNT OVER LAST YEAR AND WILL HAVE OPERATING BUDGET OF ABOUT \$950,000.

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3. THUS, OUR OVERALL PRESENCE AND RESOURCES HAVE INCREASED SUBSTANTIALY BUT AS FAR AS I CAN TELL FROM AVAILABLE RECORDS, SIZE OF AMERICAN ADMIN STAFF OF TWO OFFICERS TO MANAGE ALL THIS HASN'T CHANGED FROM DAY POST WAS OPENED. ALL ALONG THE LINE EMBASSY HAS EXPERIENCED GRADUAL INCREASE IN WORKLOAD EVEN BEFORE LATEST DECISION ON AID BUILDUP. EXAMPLE: TWO MAN COMMUNICATIONS SECTION, UN-

CHANGED ALL THIS TIME, HANDLED 5,255 MESSAGES AND 836,408
GROUPS IN FIRST SIX MONTHS OF 1972, 7,414 MESSAGES AND
1,280,147 GROUPS IN SAME PERIOD 1973 AND 12,167 MESSAGES AND
1,739,114 GROUPS THIS LAST SIX MONTHS OF 1974.

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ACTION AF-18

INFO OCT-01 ISO-00 AID-20 A-01 MMS-04 RSC-01 PER-05 ABF-01

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P R 181511Z JUL 74

FM AMEMBASSY NIAMEY

TO SECSTATE WASHDC PRIORITY 8421

INFO AMEMBASSY ABIDJAN

LIMITED OFFICIAL USE SECTION 2 OF 2 NIAMEY 2439

REF: A) NIAMEY 2094; B) NIAMEY 2291

DEPARTMENT FOR AF AND AF/EX

AID FOR AA/DR. ADAMS

4. THERE ARE OF COURSE POLITICAL AND OTHER IMPLICATIONS OF POSI-
TION IN WHICH WE FIND OURSELVES IN NIGER AT PRESENT WHICH ARE
IMPORTANT BUT NOT SUBJECT OF THIS MESSAGE. WHAT WE MUST FOCUS
ON IS HOW WE ORGANIZE OURSELVES TO DEAL WITH NEW SITUATION AND
HOW WE SUPPORT WHAT HAS BEEN DETERMINED BY WASHINGTON TO BE
HIGH PRIORITY PROGRAM OF GREATLY STEPPED UP DROUGHT RELIEF
OPERATIONS.

5. ONE COULD DWELL AT LENGTH ON OTHER ASPECTS OF OUR ADMIN
SITUATION HERE THAT COMPOUND PROBLEM: A) BUILDUP OF AID STAFF

IN LAST TWO YEARS; B) MAINTENANCE OF WHAT I UNDERSTAND
TO BE ONE OF BEST CHANCERY/RESIDENCE COMPLEXES IN WEST AFRICA.
WE ARE OF COURSE GLAD TO HAVE BUILDINGS WHICH ARE CREDIT TO
US BUT THEY ARE ADMINISTRATIVE AND MAINTENANCE NIGHTMARE;

C) A LOCAL STAFF, COMPLETELY AFRICANIZED AS RESULT OF POSITIVE PERSONNEL POLICIES OF OUR PREDECESSORS. IN LONG RUN THIS WILL PAY OFF AS STAFF IS TRAINED; IN SHORT RUN OF NEXT TWO-THREE YEARS WHEN SITUATION IS ACUTE, EFFICIENCY AND PRODUCTIVITY OF FSLs WILL REMAIN LOW AND THEY WILL REQUIRE CONSTANT SUPERVISION; LIMITED OFFICIAL USE

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D) MIX OF AMERICAN EQUIPMENT AND LOCAL REPAIR FACILITIES WHICH INCOMPATIBLE, TO SAY THE LEAST. AS ONE EXAMPLE, ABOUT HALF OF EMBASSY MOTOR POOL IS ALREADY CANDIDATES FOR JUNK YARD BECAUSE OF POOR REPAIR FACILITIES, LACK OF SPARE PARTS, ETC.

6. OTHER ADMIN BUSINESS AHEAD OF US FOR WHICH WE MUST PLAN INCLUDES A) ARRIVAL OF EMBASSY NURSE ON TRANSFER FROM OUAGADOUGOU IN NEXT 3/4 MONTHS; B) ARRIVAL OF NEW PAO IN SEPTEMBER WHO WILL BE GETTING NEW HOUSE AND TRIMMINGS; C) INSTALLATION OF EXTENSIVE AND EXPENSIVE NEW SECURITY PROGRAM FOR CHANCERY, RESIDENCE, CULTURAL CENTER AND PAO RESIDENCE (IN THIS CONNECTION, SECURITY AT THIS POST VIRTUALLY NON-EXISTENT AND I BELIEVE RSO AGREES. THERE'S A GOOD CASE TO BE MADE FOR MARINES BUT IN LIGHT OF OUR ADMIN SITUATION IT IS TOTALLY UNREALISTIC TO CONSIDER ADDING MORE PEOPLE); D) HIRE OF NEW BUILDING TO HOUSE ADDITIONAL AID PERSONNEL AND OPERATION; E) LIKELIHOOD OF INCREASED HANKY PANKY AMONG FSLs AS RESULT OF LOOSE SPAN OF CONTROL AND LACK OF TIME FOR CLOSE SUPERVISION. TWO LOCAL STAFF DISMISSED RECENTLY FOR THIS REASON; WE SUSPECT MORE IS GOING ON BUT NO ONE HAS TIME TO CHECK.

7. MEANWHILE AID BUILDUP IN RESPONSE TO CONGRESSIONAL MANDATE FOR MORE ACTIVE DROUGHT RELIEF PROGRAM FOR SAHEL IS GETTING UNDER WAY. THERE IS ABSOLUTELY NO WAY ADMIN STAFF CAN COPE WITH THIS. OPTIONS THAT OCCUR TO US ARE (A) INTRODUCE CAMO TYPE ORGANIZATION, (B) LET AID MANAGE ITS OWN BUILDUP AND CREATE SEPARATE ADMINISTRATIVE ORGANIZATION OR (C) STRENGTHEN EXISTING ADMIN STRUCTURE WHICH ALREADY HEAVILY COMMITTED TO AID SUPPORT FOR DURATION OF EMERGENCY, AFTER WHICH POST WOULD REVERT TO MORE TRADITIONAL STAFFING PATTERN.

8. OUR PROGRAMS, EXPANDING THOUGH THEY ARE, STILL SEEM TOO SMALL FOR A CAMO SOLUTION. AS FOR OPTION (B), FROM MESSAGE FROM WASHINGTON WE CONCLUDE THIS OPTION ALREADY RULED OUT BY DECISION TO STRENGTHEN EMBASSY ADMINISTRATIVE CAPACITY. WE UNDERSTAND MATTER IS CURRENTLY UNDER DISCUSSION BETWEEN AF AND AFR. THIS CONCEPT ALSO ENDORSED IN DR. ADAMS' REPORT ON HIS VISIT HERE (PARA 4, REF B).

9. ANSWER THEREFORE SEEMS TO BE TO STRENGTHEN EXISTING ADMIN SECTION BY TWO GSO PLUS SIX FSL POSITIONS FOR DURATION OF LIMITED OFFICIAL USE

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EMERGENCY. FIRST GSO SHOULD ARRIVE ON TDY BASIS AS WE UNDER-
STAND NEW AID PERSONNEL ARE EXPECTED TO START ARRIVING DURING
FIRST QUARTER FY 75 AND PLANS ARE FOR ALL TO BE ON BOARD BY
END OF SECOND QUARTER FY 75. THIS GSO WOULD CONCENTRATE ON AID
BUIDLUP INVOLVING SUCH MATTERS AS ACQUIRING OFFICE SPACE, HOUSING,
TRANSPORTATION AND PLACING ORDERS FOR HOUSEHOLD FURNITURE SETS, AIR
CONDITIONS, STOVES, REFRIGERATORS, FREEZERS, FILTERS, TRANSFOR-
MERS, KITCHEN EQUIPMENT, OFFICE FURNITURE, OFFICE WINDOW AIR
CONDITIONERS, ETC, ETC. PRESENT STAFF CANNOT HANDLE AND ABOVE
SHOULD BE IN PLACE BEFORE RPT BEFORE NEW MANPOWER ARRIVES.
SECOND GSO ON MORE PERMANENT ASSIGNMENT WOULD GRADUALLY TAKE
OVER FROM TDY GSO AND ALSO FOCUS ON HELPING BRING EXISTING
DISARRAY IN ADMIN SECTION UNDER CONTROL.

10. ACTION REQUESTED:

A) DETAIL OF TDY GSO RIGHT AWAY. OFFICER SHOULD BE FULLY EX-
PERIENCED IN GSO OPERATIONS AND PREPARED TO LAND FUNNING. FRENCH
FACILITY USEFUL BUT IN CIRCUMSTANCES NOT ESSENTIAL.

D) ASSIGNMENT OF SECOND GSO TO ARRIVE BY SEPTEMBER 1. THIS
OFFICER SHOULD ALSO BE FULLY EXPERIENCED IN GSO OPERATIONS,
AND HAVE SOME KNOWLEDGE OF FRENCH.

C) FREEZE ON ARRIVALS (BUT NOT ASSIGNMENTS) UNTIL TDY GSO IN
PLACE AND READY FOR BUSINESS, EXCEPT FOR PAO SYNODIS FOR WHOM
WE ARE PREPARING.

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